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ABSTRACT

Drawing from the experiences of Edison Community College in Florida, this paper offers advice on the development and operation of a successful community college foundation. First, the paper lists six prerequisites to fund raising: (1) the college must be worthy of support; (2) the board of trustees/governing board must be in agreement that fund raising is a good thing; (3) the president must have credibility and support fund raising; (4) fund-raising activities must have adequate financial support; (5) the fund-raising entity must not be seen as a separate unit of the college, but rather as an integral part of the institution; and (6) the mission of the development office must reflect the needs of the college, not the goals of a separate agenda. The next section of the paper offers guidelines for the hiring of an executive for the college's endowment, focusing on the sources of possible candidates, the qualities a candidate must possess (i.e., innate integrity, intelligence, and the ability to work with, understand, and support all facets of the college enterprise), and the most effective models of development officer/college president relations. The final sections offer guidance on the use of consultants and volunteers in fund raising, arguing that both are needed. (JMC)

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The Edison Experience: The Endowment in Action

by David G. Robinson

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December 4, 1990

THE EDISON EXPERIENCE: THE ENDOWMENT IN ACTION

I AM PLEASED TO BE ASKED TO BE PART OF THE PROGRAM TODAY AND REGRET THAT I SHALL NOT BE DELIVERING THIS IN PERSON. I TOOK A COLD TO NEW YORK CITY LAST WEEK AND ACQUIRED ALL THE ADDED COLD GERMS FROM THE CITY AND HAVE SPENT THE REST OF THE TIME TRYING TO RID MYSELF OF THEM.

IF EDISON HAS HAD ANY SUCCESS IN FUND RAISING IT IS THE RESULT OF TWO VERY SPECIAL PEOPLE...THE PRESIDENT OF THE ENDOWMENT, MRS. JODY HENDRY AND MRS. NANETTE SMITH, OUR VICE PRESIDENT OF INSTITUTIONAL ADVANCEMENT. WE CALL THEM THE DYNAMIC DUO BECAUSE THEY WORK SO WELL TOGETHER AND WHEN THEY DESCEND UPON YOU, YOU DON'T STAND A CHANCE OF REFUSAL.

I WISH I COULD SAY IT IS AS SIMPLE AS HAVING A JODY WITH HER EVER PRESENT HAT DRIVING A PICK-UP TRUCK TO GET WHAT THE COLLEGE NEEDS OR NANETTE, THE ELEGANT LADY, ARRANGING LUNCHES FOR OUR PROMISING PROSPECTS BUT THE FACT IS THEIR STYLE AND INTELLIGENCE HAVE GOTTEN US WHERE WE ARE. I JUST HAD THE WISDOM TO WORK WITH THEM AND GET OUT OF THEIR WAY.

THERE IS A WONDERFUL STORY CONCERNING TWO OLD PEOPLE IN A RETIREMENT HOME IN FLORIDA...WE HAVE A LOT OF THEM...OLD PEOPLE AND RETIREMENT HOMES...THE OLD LADY SAID TO THE MAN...I'LL BET I CAN TELL YOU YOUR AGE. THE OLD MAN STATES THAT SHE CANNOT.

WITH THAT SHE TELLS HIM...GET UP...TAKE OFF ALL YOUR CLOTHES...TURN AROUND...ALL OF WHICH HE DOES. SHE THEN SAYS...YOU'RE EIGHTY-NINE. HE ANSWERS THAT SHE IS RIGHT..."BUT HOW DID YOU KNOW?," HE ASKS. "YOU TOLD ME YESTERDAY," WAS THE ANSWER.

THAT IS LIFE IN SOUTHWEST FLORIDA AND THE WAY IT IS TODAY. YOU HAVE HEARD A LOT OF WHAT I AM GOING TO SAY BEFORE...YOU HEARD IT YESTERDAY AND THE DAY BEFORE. BUT PERHAPS BY HEARING IT AGAIN AND FROM A FRESH VOICE, IT MAY HELP.

CERTAIN GIVENS MUST BE IN PLACE BEFORE YOU CAN THINK ABOUT RAISING FUNDS. AND ANY COLLEGE, ANYWHERE CAN DO THIS. THE REASON EDISON HAS ONE OF THE TOP ENDOWMENTS IS NOT BECAUSE NAPLES, FLORIDA IS IN OUR DISTRICT. IT IS BECAUSE OF THE SYSTEM AND ORGANIZATION OF PEOPLE AND THE GIVING OF LOTS OF SMALL GIVERS.

THESE ARE GIVENS:

1. YOU MUST HAVE A COLLEGE THAT IS WORTH TELLING PEOPLE ABOUT AND THAT DESERVES SUPPORT. DO SOMETHING WELL. HOPEFULLY EDUCATING STUDENTS IS THAT ONE THING. BUT YOU CANNOT EXPECT ANYONE TO SUPPORT AN INFERIOR PROGRAM. A GROWING PROGRAM ...YES...A NEEDFUL PROGRAM...YES-BUT NOT A POOR ONE. YOU MUST HAVE

CREDIBILITY IN YOUR COMMUNITY...YOU CANNOT MAKE A SILK PURSE OUT OF A SOWS EAR OR MAKE A POOR PRESIDENT OR COLLEGE LOOK GOOD IF IT BASICALLY IS NOT.

2. YOUR BOARD OF TRUSTEES OR GOVERNING BOARD MUST BE IN AGREEMENT THAT THIS IS A GOOD THING. MANY DO NOT BELIEVE IN PRIVATE FUND RAISING OR IN A SEPARATE ENDOWMENT. AT ISSUE IS THE TERRITORIAL IMPERATIVE. SOME TRUSTEES DO NOT WANT TO SHARE THEIR POWER OR THE FUNDS WHICH WILL BE RAISED. IT IS WISE TO PLACE A NUMBER OF THE EXISTING TRUSTEES ON THE ENDOWMENT BOARD...IT WILL GIVE THEM OWNERSHIP OF THE PROCESS AND WE HOPE SUPPORT OF THE EFFORTS. LET'S FACE IT...(CAN WE TALK?) SOME TRUSTEES ARE NOT SEEN AS HAVING CREDIBILITY DEPENDING ON HOW THEY GOT TO THE BOARD AND NO ONE IN THEIR RIGHT MIND IS GOING TO WANT THEM OUT IN THE COMMUNITY RAISING MONEY.

3. A THIRD GIVEN IS THE PRESIDENT. ONE OF MY GREATEST JUSTIFICATIONS IN STAYING IN MY PRESIDENCY FOR TWENTY-FIVE YEARS (AND I MAY BE DELUDING MYSELF) IS THE FACT THAT YOU CAN BUILD UP A CREDIBILITY FACTOR THAT TAKES A WHILE FOR A NEW PERSON TO DO. YOU HAVE HEARD EXPERTS SAY THAT PEOPLE GIVE TO PEOPLE, NOT TO

INSTITUTIONS. THERE IS GREAT WISDOM IN THAT, ALTHOUGH THE INSTITUTION MUST BE WORTH SUPPORTING AND THROUGH THE PERSONAL RELATIONSHIP WITH THE PRESIDENT, THAT TIE THAT BINDS CAN BE STRENGTHENED. IF YOU HAVE A LOUSY PRESIDENT, DON'T THINK ABOUT RAISING FUNDS...IN FACT, MY ADVICE TO YOU IS TO GET ANOTHER JOB!

4. YOU HAVE TO SPEND MONEY TO MAKE MONEY...SOMETHING DIFFICULT FOR THE COLLEGE TO GRASP. YOU HAVE TO DEVOTE SOME FUNDS TO MAKE THE ENDOWMENT HAPPEN. HIRING A STAFF AND SETTING UP AN OFFICE TAKES MONEY BUT IT MUST BE DEVOTED TO THIS PURPOSE. THIS INVESTMENT WILL PAY BACK HANDSOMELY TO THE COLLEGE AND THE BULLET MUST BE BITTEN.

5. THE FUND RAISING ENTITY MUST NOT BE SEEN AS A SEPARATE UNIT OF THE COLLEGE BUT MUST BE SEEN AS BEING AN INTEGRAL PART OF WHAT IS ON GOING. THE FACULTY AND STAFF MUST GIVE ITS SUPPORT OF THE EFFORTS OR THEY CAN SEVERELY INJURE YOUR GOALS IN THE COMMUNITY. THIS CAN BE DONE BY THE INVOLVEMENT OF COLLEGE STAFF IN THE BENEFITS OF THE ENDOWMENT.

AT EDISON THIS INCLUDES:

EMPHASIZING TO THE STAFF THE KINDS OF MONIES WHICH GO INTO PROGRAMS IN THEIR AREAS.

AN AWARD SYSTEM WHICH RECOGNIZES OUTSTANDING SERVICE IMPLEMENTED THROUGH THE ENDOWMENT.

FEED THEM...LITERALLY AND FIGURATIVELY. ORIENTATION BUFFETS...CHRISTMAS LUNCHES, SPECIAL RECEPTIONS ETC. ALL SPONSORED BY THE ENDOWMENT.

THE COLLEGE FUND RAISING DEVELOPMENTS MUST BE CONSIDERED IMPORTANT BY EVERY SEGMENT OF THE COLLEGE--NOT THE PRIVATE PRESERVE OF THE PRESIDENT FOR HIS OR HER EVERY WISH. THE DEVELOPMENT EFFORTS ARE ALL AIMED AT THE FULFILLMENT OF THE MISSION OF THE COLLEGE.

6. THE MISSION OF THE DEVELOPMENT OFFICE MUST REFLECT THE NEEDS OF THE COLLEGE, NOT THE ESTABLISHMENT OF A SEPARATE AGENDA. THIS COMES ABOUT THROUGH SHARED GOALS ESTABLISHED BY THE COLLEGE AND REALIZED THROUGH ENDOWMENT ENDEAVORS.

WITH THESE GIVENS, ALLOW ME THEN TO TALK ABOUT SOME OF THE CONCERNS THAT BROUGHT YOU HERE.

HIRING OF AN EXECUTIVE:

IF THE HIRING OF THE PRESIDENT IS THE MOST IMPORTANT JOB OF THE COLLEGE BOARD, THEN CERTAINLY THE HIRING OF THE EXECUTIVE FOR

THE ENDOWMENT HAS TO BE THE MOST IMPORTANT JOB OF THE PRESIDENT. THE EXECUTIVE HAS HISTORICALLY COME FROM A VARIETY OF FIELDS AND THERE ARE MANY MODELS REPRESENTED.

FIRST, THERE IS THE PROFESSIONAL THAT CAN BE LURED, BOUGHT OR STOLEN FROM SOMEWHERE ELSE...JUST AS A COLLEGE PRESIDENT CAN...SOMEONE WHO IS DOING FOR SOME OTHER INSTITUTION WHAT YOU WANT DONE AT YOURS. THAT IS PROBABLY THE EASY WAY TO DO IT. SOME OF THESE WILL COME FROM THE FIELD OF EDUCATION IF YOU ARE FORTUNATE, BUT IT MUST BE REMEMBERED FUND RAISING AND DEVELOPMENT IN OUR HIGHER EDUCATIONAL INSTITUTIONS VARY WIDELY...FROM PRIVATE TO PUBLIC, FROM COMMUNITY COLLEGE TO UNIVERSITY AND ALSO BY REGION IN THE COUNTY. THE "FIT" MUST BE RIGHT AND THAT IS SOMETHING THAT THE PRESIDENT MUST BE ABLE TO DETERMINE.

SECOND, THERE IS THE HOME GROWN VERSION, AS DEMONSTRATED BY OUR OWN DEVELOPMENT OFFICER WHO CAME FROM AN ACADEMIC DISCIPLINE

AND IS NOW CONSIDERED AT THE TOP OF HER FIELD IN COMMUNITY COLLEGES AND SERVES AS THE ONLY COMMUNITY COLLEGE PERSON ON THE CASE BOARD. SHE LEARNED THE TRADE WHILE DOING IT AND HAS BEEN RESPONSIBLE FOR ESTABLISHING SEVEN OTHER FOUNDATIONS ON COMMUNITY COLLEGE CAMPUSES, THE ADVANTAGE OF COURSE, IS THAT SHE KNEW THE COMMUNITY WELL, WAS VERY BRIGHT, AND WAS ABLE TO WORK WITH MY STYLE OF DOING THINGS.

THIRD, A MOST RECENT DEVELOPMENT HAS OCCURRED IN THE TRAINING PROGRAMS WHICH NOW EXIST IN THE GRADUATE SCHOOLS SUCH AS VANDERBILT, WHICH NOW HAVE MASTER'S PROGRAMS IN DEVELOPMENT AND I UNDERSTAND PRODUCE SOME WONDERFUL PRODUCTS.

THE HIRING OF AN EXECUTIVE TO MANAGE THE ENDOWMENT IS PROBABLY THE MOST CRITICAL DECISION THE CEO CAN MAKE. OTHER AREAS OF THE COLLEGE CAN HELP A GREAT DEAL IN THE HIRING OF ACADEMIC OFFICERS, BECAUSE THAT IS AN AREA WITH WHICH THEY ARE FAMILIAR. IN MOST CASES, FACULTY AND OTHERS AT THE COLLEGE DO NOT REALLY UNDERSTAND THE NATURE OF THE DEVELOPMENT FUNCTION AND THINK OF IT PERHAPS MOST IN THE PUBLIC RELATIONS-PROMOTION AREA...WITH WHICH IT MUST NOT BE CONFUSED.

QUALITIES WHICH MUST BE IDENTIFIED IN THE EXECUTIVE MUST INCLUDE:

FIRST, AN INNATE INTEGRITY. THE CEO MUST BE ABLE TO TRUST THE CANDIDATE IMPLICITLY. NO SONG AND DANCE PERSON NEED APPLY. THE PERSON MUST DEAL UP FRONT AND HONESTLY WITH PATRONS AND THE PRESIDENT ALIKE. I RECENTLY HEARD ONE DEVELOPMENT OFFICER TALK ABOUT GETTING A GIFT FROM ONE INDIVIDUAL AND USING THE FUNDS FOR ANOTHER PURPOSE, STATING THAT IT WAS ALL FOR THE COLLEGE ANYWAY. THAT IS DISHONEST AND THE COLLEGE WILL SUFFER.

SECOND, INTELLIGENCE. THE EXECUTIVE MUST BE ABLE TO DEAL WITH EVERY FACET OF THE COMMUNITY, AND THE PATRONS WITH WHOM THE OFFICER WILL BE DEALING WILL BE SUCCESSFUL WHICH MEANS THAT THEY ARE NOT DUMMIES. THIS INTELLIGENCE MUST INCLUDE THE MOST IMPORTANT ASPECT OF DEALING WITH HIGH EGOS...BE A GOOD LISTENER, AND PERHAPS THE BIBLICAL DESCRIPTION OF LOVE MAY SERVE AS WELL FOR OUR EXECUTIVE...OUR EXECUTIVE "SUFFERS ALONE, IS KIND, DOES NOT ENVY, DOES NOT PARADE ITSELF, IS NOT PUFFED UP, (I LIKE THAT ONE) DOES NOT BEHAVE RUDELY, DOES NOT SEEK ITS OWN, IS NOT PROVOKED AND THINKS NO EVIL." NOW, IF YOU CAN FIND ONE OF THESE RARE BREEDS, RUN DON'T WALK AND HIRE THEM. AS FOR ME AND MY COLLEGE, I ALREADY HAVE ONE."

THIRD, THE EXECUTIVE MUST BE ABLE TO WORK WITH ALL FACETS OF THE COLLEGE, UNDERSTAND THE ENTERPRISE AND SUPPORT IT ENTIRELY. IF IT IS A PRIVATE COLLEGE, MAKE CERTAIN THAT PERSON IS TOTALLY IN SUPPORT OF PRIVATE EDUCATION. IF IT IS A PUBLIC COMMUNITY COLLEGE ASSURE YOURSELF THAT THIS PERSON IS NOT AN ELITIST WHO IS NOT CASTING PEARLS BEFORE SWINE IN THEIR ESTIMATION. FORGING ALLIANCES WITH ALL PARTS OF THE COLLEGE MUST BE ACCOMPLISHED IF THE MISSION OF FUNDING RAISING IS TO BE SUCCESSFUL. IT MUST BE THE SUCCESS OF ALL THE COLLEGE NOT JUST THE DEVELOPMENT OFFICE.

IN CONSIDERATION OF THE HIRING OF THE EXECUTIVE, MY STRONG ADVICE IS THE PROFESSIONAL SHOULD REPORT DIRECTLY TO THE PRESIDENT. NOW I REALIZE THAT EVERYONE CANNOT REPORT DIRECTLY TO THE CEO, ALTHOUGH EVERYONE WOULD LIKE TO DO SO, BUT IT JUST MAKES GOOD SENSE FOR THE PRESIDENT TO MAKE THIS DECISION. FUND RAISING IF IT IS TO BE INCLUSIVE, SHOULD HAVE THE SUPPORT OF THE TOTAL COLLEGE AND ONE OF THE BEST WAYS TO DO THIS IS TO PROVIDE ALL FACETS OF THE COLLEGE COMMUNITY WITH THE GOALS AND THE PLANS OF THE EFFORT. BEING IN THE "INNER CIRCLE" OF DECISION MAKING CAN HELP MAKE THIS HAPPEN. IT IS SORT OF LIKE EQUIPPING THE KNIGHT TO GO INTO BATTLE, WITH THE SUPPORT GROUP HELPING WITH THE EQUIPMENT AND THE STRATEGY. I PERSONALLY WANT

THIS PERSON ON MY CABINET TEAM AND IF WE ARE SERIOUS ABOUT WHAT WE ARE DOING, YOU WILL MAKE THIS HAPPEN.

THE USE OF CONSULTANTS:

THE USE OF CONSULTANTS VARIES WITH THE JOB TO BE DONE. YOUR EXECUTIVE MAY NOT BE AS FAMILIAR WITH ALL ASPECTS OF FUND RAISING OR THE MANNER IN WHICH GIFTS CAN BE GIVEN. CERTAINLY YOU WILL WANT ATTORNEYS, ACCOUNTANT, AND THE UBIQUITOUS LAWYERS INVOLVED AS YOU GET INTO THE CAMPAIGN AND YOU MAY WANT THE SPECIALIST IN CAPITAL CAMPAIGN GIVING OR ANY OF THE VARIETY OF FUND RAISING EFFORTS. KNOWING WHEN YOU NEED HELP IS THE BEGINNING OF WISDOM AND THERE IS PLENTY OF HELP AVAILABLE THROUGH OUR PROFESSIONAL ORGANIZATIONS SUCH AS AACJC, ACCT AND CASE.

THE LAST THING I WANT TO DISCUSS IS THE VOLUNTEER:

WHY IS IT WE SEEM TO BE AFRAID OF VOLUNTARY HELP. IS IT BECAUSE WE FEEL THEY ARE NOT RELIABLE? IS IT BECAUSE WE FEEL THEY MAY NOT BE COMPETENT OR IS IT BECAUSE WE CANNOT FIRE THEM?

LET'S FACE IT. WE NEED VOLUNTEERS IN OUR FUND RAISING IF WE ARE TO DO OUR JOBS WELL. AND LET ME EXPAND THAT...WE NEED VOLUNTEERS IN EVERYTHING WE DO AT THE COLLEGE IF WE ARE GOING TO GET THE JOB DONE. WE JUST RETIRED ONE GENTLE LADY FROM THE

LIBRARY AFTER FIFTEEN YEARS OF FAITHFUL SERVICE TWO DAYS A WEEK. VOLUNTEERS ARE AVAILABLE IN ALL OUR COMMUNITIES IF WE CAN IDENTIFY THEM, INTEREST THEM, ENGAGE THEM, SUPPORT THEM, TRAIN THEM AND MOST IMPORTANTLY, RECOGNIZE THEM.

VOLUNTEERS CAN BE USED WELL IN FUND RAISING FOR THE COLLEGE. AFTER ALL, YOUR BOARDS ARE ALL VOLUNTEERS AND HAVE DEMONSTRATED THE TIME AND EFFORT THEY ARE WILLING TO GIVE TO THE COLLEGE. BUT WE NEED TO CAREFULLY SELECT WHOM WE WILL SELECT AND WE CANNOT ALWAYS ALLOW SOMEONE TO SERVE IN A CAPACITY OF THEIR CHOOSING. SOMEONE MIGHT MAN THE TELEPHONE WELL OR HELP WITH MAILINGS BUT WOULD NOT BE A GOOD PERSON TO WORK ON A COMMITTEE OR TO PLAN EVENTS. THE COLLEGE MUST MAKE IT AN IMPORTANT TASK, GIVING VISIBILITY WITHIN THE COLLEGE AND WITHOUT SO THAT THE VOLUNTEER REALLY FEELS A DIFFERENCE IS BEING MADE BY THEIR BEING THERE.

TRAINING PROGRAMS HELP VOLUNTEERS FEEL MORE SECURE ABOUT WHAT THEY DO AND ALSO FEEL THAT THE COLLEGE HAS TAKEN ENOUGH CARE TO SEE THAT THE JOB IS DONE CORRECTLY. THERE MUST BE SOMEONE WITHIN THE COLLEGE TO COORDINATE THE VOLUNTEERS, TO MONITOR THEIR PROGRESS AND TO EVALUATE THEM. I TRULY FEEL THAT THE DEVELOPMENT FUNCTION OF THE COLLEGE MUST LEAD THE WAY IN THE USE OF THE VOLUNTEER WITHIN THE COLLEGE. THE EFFORTS OF THE DEVELOPMENT OFFICE CAN BE A PRELUDE FOR THE USE OF VOLUNTEERS

THROUGHOUT THE COLLEGE AND WOULD BE A GIANT STEP IN EMPLOYING THEIR INTEREST AND ENERGIES IN FUND RAISING. WHERE PEOPLE'S INTERESTS ARE, THEN YOU MAY SUSPECT THEIR TREASURES WILL FOLLOW.

AS A PRESIDENT WHO IS IN HIS "GO TO HELL YEAR", I WOULD LIKE TO SUGGEST THAT WE IN COMMUNITY COLLEGES GET BOLDER AND BETTER IN OUR FUND RAISING EFFORTS. UP TO NOW WE HAVE BEEN SEEN AS THE YOUNG UP-STARTS WITHOUT ANY REAL EXPERIENCE OR SOPHISTICATION IN FUND RAISING. WE ARE IN A BETTER POSITION FOR FUND RAISING THAN ANY OTHER AGENCY THAT I KNOW. WE FILL A TREMENDOUS NEED IN OUR COMMUNITIES. WE ARE THE PATH TO SUCCESS FOR THE MAJORITY OF OUR STUDENTS AND WE DO A WONDERFUL JOB OF SUPPORTING AND ENCOURAGING THEM...SOMETHING NOT DONE TOO OFTEN AT THE UNIVERSITY LEVEL. BUT WE NEED TO BE SERIOUS ABOUT WHAT WE DO...LET'S TAKE THE BIGGER STEPS AND PUT MONEY INTO OUR DEVELOPMENT EFFORTS...LET'S FIND THE BEST PEOPLE AND PUT THEM TO WORK TO MAKE OUR COMMUNITIES AWARE OF JUST WHAT THEY HAVE IN OUR COMMUNITY COLLEGE MOVEMENT. WE'RE GOOD AND WE KNOW IT...NOW LET'S TELL OUR STORY TO OTHERS AND THE REST WILL BE EASY.

Dr. David G. Robinson, President
Edison Community College
December 3, 1990

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